

# **USAID/BENIN**

## **RESULTS REVIEW AND RESOURCE REQUEST (R4)**

**March 1999**

The attached results information is from the FY 2001 Results Review and Resource Request (R4) for Benin and was assembled and analyzed by USAID/Benin.

The R4 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from the Operating Unit Coordination, USAID/Benin.

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**USAID/BENIN**  
**FY 2001 RESULTS REVIEW AND RESOURCE REQUEST (R4)**

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## LIST OF ACRONYMS

ABPF	Beninese Association for Family Health
AFR/SD	Africa Bureau Office of Sustainable Development
AIDS	Acquired Immune Deficiency Syndrome
AIM	AIDS Impact Model
AIMI	Africa Integrated Malaria Initiative
ATI	Appropriate Technology International
ATLAS	African Training Leadership for Advanced Skills
BASICS	Basic Support for Institutionalizing Child Survival
BHR/PVC	Bureau of Humanitarian Response/Private and Voluntary Cooperation
BINGOS	Benin Indigenous Non-Governmental Organizations Strengthening
CAP	Certificat d'Aptitude Pédagogique ( <i>Primary School Teaching Certificate</i> )
CEP	Certificate d'Etudes Primaires ( <i>Primary School Leaving certificate</i> )
CIMEP	Community Involvement in the Management of Environmental Pollution
CLEF	Children's Learning and Equity Foundations
CLUSA	Cooperative League of United States of America
CPR	Contraceptive Prevalence Rate
CRS	Catholic Relief Services
CSP	Country Strategic Plan
CYP	Couple Years Protection
DDE	Direction Départementale de l'Enseignement ( <i>Regional Directorate of Education</i> )
DG	Democracy and Governance
DHS	Demographic and Health Survey
ETS	Expenditure Tracking System
EU	European Union
FHA/WCA	Family Health and AIDS/West and Central Africa program
FP	Family Planning
FPLM	Family Planning Logistics Management
FSN	Foreign Service National
FQL	Fundamental Quality Level
GER	Gross Enrollment Rate
GLOBE	Global Learning and Observations to Benefit the Environment
GOB	Government of Benin
GTZ	German Technical Cooperation
HPN	Health, Population, and Nutrition
HRDA	Human Resource Development Assistance
IEC	Information, Education, Communication
IFES	International Foundation for Election Systems
IFESH	International Foundation for Education and Self Help
IMCI	Integrated Management of Childhood Illnesses
IPPF	International Planned Parenthood Federation
IR	Intermediate Result
ITN	Insecticide Treated Nets
JHPIEGO	Johns Hopkins Program for International Education in Reproductive Health
MCDI	Medical Care Development International

MCH	Maternal and Child Health
MOE	Ministry of Education and Scientific Research
MOF	Ministry of Finance
MOH	Ministry of Health
MPP	Mission Performance Plan
NGO	Non-Governmental Organization
NPA	Non Project Assistance
NPP	National Population Policy
OE	Operating Expense
ORS	Oral Rehydration Salts
ORT	Oral Rehydration Therapy
OYB	Operating Year Budget
PATH	Program for Appropriate Technology in Health
PDGG	Participatory Development and Good Governance
PENGOP	Primary Education NGO Project
P.L.480	U.S. Government food aid program
PNLS	Programme de Lute Contre le SIDA ( <i>National AIDS Control Program</i> )
POLICY	Policy Project of USAID Global Bureau, Center for Population, Health and Nutrition
PRIME	Primary Providers' Education and Training in Reproductive Health
PSC	Personal Services Contractor
PSI	Population Services International
PVO	Private Voluntary Organization
R4	Resources Review and Resources Request
R & R	Results and Resources
ROBS	Réseau des ONG Béninoises de Santé ( <i>Beninese Health NGO Network</i> )
SO	Strategic Objective
SOAG	Strategic Objective Grant Agreement
SPIA	Strategic Plan for International Affairs
SPO	Special Objective
STI	Sexually Transmitted Infection
TA	Technical Assistance
TMG	The Mitchell Group
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children Emergency Fund
URC	University Research Corporation
USPVO	United States Private Voluntary Organization
VITA	Volunteers in Technical Assistance
WCA	West and Central Africa
WHO	World Health Organization

**TO:**

**FROM:** Thomas Park, Director

**SUBJECT:** Transmittal Memo

**DATE:** March 5, 1999

USAID/Benin has no specific issues requiring USAID/W Action. We would like, however, to make mention of the status of a few issues and concerns, beginning with those that were identified at the time of the last R4 review in Washington. Those include: staffing/workload concerns, and our pipeline. I then would like to comment on synergies within our portfolio and to summarize our results this past year .

**A. Staffing and Workload concerns.** This issue was raised because of prolonged vacancies in our USDH staff, and given this, the added workload resulting from our responsibilities under the twinning arrangements. To remind, USAID/Benin has accounting station responsibilities for Togo, Congo Brazzaville, Gabon, Sao Tome and Principe as well as program/PDO and EXO support responsibilities for Nigeria. Last year at this time we were without a PHN Officer, an Education Officer and a Program/Project Design Officer. We also were without our Regional Program Officer to help us carry out our twinning responsibilities. Since then, much has happened- all these positions have been filled and are on board. For the first time since 1991, I am delighted to say that USAID/Benin is fully staffed. I am also pleased to report that our controller staff has been able to carry out their added twinning accounting responsibilities with the additional FSN slots we were granted. We have been responsive to the program and exo requests from USAID/Nigeria this past year. (Ask them). Staffing is no longer an issue.

**B. Pipeline.** The size of the Mission's pipeline continues to be an issue. (See Part II of this report for more information.) Our readiness to accept requests from USAID/W to program additional earmarked funds has added to the size of our pipeline, not to mention putting us at variance with forward funding guidance (which is a policy issue that needs to be addressed by Washington). We have taken and are continuing to take steps to reduce our pipeline. We deobligated \$14 million from the education NPA for this reason. The AFR bureau decision to reprogram \$7 million of these funds to finance the production of textbooks, educational material, and related inputs for the expansion of the education reform program effectively reduces our pipeline by \$7 million. Other steps to reduce our pipeline include the following:

- a new institutional contract was signed recently and that contractor is now beginning to accelerate implementation of programs in girls' education, teacher training, and community participation/decentralization, with estimated expenditures through the project end date in 2001 in excess of \$3,500,000 a year;
- the second phase of our primary school reform program is being developed, with estimated expenditures of over \$2,000,000 a year; a new program of technical and entrepreneurial training is being developed;
- we have ongoing programs with the Songhai Center, in teacher training (IFESH), health education for primary schools (MCDI), and support to parents' groups (World Education) that

are absorbing funds at expected rates. According to our projections, the \$22.5 million pipeline in education in 1998 will drop to about 40% of that by 2001, including the \$7million reobligation promised to us. In our democracy and governance program, our expenditures will be greater than our annual obligations during the 1999-2001 time frame resulting in a drop in the pipeline by 2001 of about 30% of the FY1998 level. In our health program, we have taken a long, hard look at our projected expenditures against future obligations. We are beginning a large integrated family health project with estimated expenditures of close to \$3 million per year over the next five years. Global Bureau field support and buy-ins are also showing high expenditure rates. However, despite the above efforts, we won't be able to bring the two into better balance without addressing the obligation side of the equation. Therefore, we will reduce bilateral health funding request levels in years 2000 and 2001 by \$600,000 and \$1,000,000 respectively. These steps will reduce the health pipeline in 1998 by more than half by 2001.

In summary, we think that by year 2001, our pipeline will be approximately 60% of the 1998 level. Now that the Mission is fully staffed, the Mission's program implementation schedule is accelerating and the downward trend in the Mission's pipeline is expected to continue.

**C. Synergies.** One of the features of our CSP that attracted favorable attention in Washington was its synergy among program elements. We said that we would maximize mutual reinforcement in the areas of education, democracy and health. Towards that end, an AFR team of SD and DP staff visited Benin to observe the Mission's ongoing activities, to provide suggestions on future activities for increased synergy, and to measure its impact. The team, which was in Benin for one week in December 1999, found that the Mission was already undertaking several activities that will measure and track results across sectors. The team also noted that the Mission has a somewhat different vision of what "synergy" means than some of its partners, and that procedural constraints (USAID rules and regulations) to synergistic programming exist. The team recommended that the Mission assume a more proactive role in planning and promoting synergies among its three objectives, and that regular meetings be held with partners so that a common vision for synergistic activities can be cultivated across teams.

A good example of potentially measurable synergy accross sectors is with CIMEP, an activity that mobilizes local communities against childhood diarrhea. The CIMEP activity falls under our health program, but its most striking results to date may well be its impact on local governance, because the project has developed participatory problem solving methods that have effectively linked communities to local and departmental government structures. A study will be carried out this year to document the process used by CIMEP to engage communities in addressing public health problems, and the extent to which such communities become more involved in electoral processes.

Another example has to do with our working together to try to increase the GOB absorptive capacity. A committee has been created by the Ministry of Finance (MOF) to coordinate an assessment of factors constraining absorptive capacity, particularly in the Ministries of Education and Health. The committee is composed of representatives from each of the SO teams, the BET's CLEF project, and from the MOH, MOE, and MOF. The assessment, which will be funded by USAID, should result in a series of recommendations on how the government can improve its fund allocation and disbursement processes to the ministries, as well as from the ministries to



their decentralized structures. It is expected that a network will be established between the MOF and the two other Ministries to facilitate information sharing and to monitor spending levels.

**D. Results Summary.** For a context that goes beyond the annual R4 view, we thought it might be informative to share some notable results achieved via the USAID/Benin program since 1995.

In the education sector:

- over 3,000 primary school teachers have been hired and trained;
- over 200 parent associations have been strengthened, benefiting from 500 micro-projects that have reached an estimated 22,000 students;
- the primary gross enrollment rate has increased by 15%;
- the girls primary enrollment has grown by 20%;
- and a primary school pass rate of 93% was achieved in 30 pilot schools.

In the health sector:

- almost 14 million condoms have been sold;
- almost 5 million ORS packets have been distributed;
- more than 5,000 cycles of an oral contraceptive have been sold since April 1998.

In the democracy and governance sector (where quantifiable results are hard to come by):

- 543 local entrepreneurs have received loans in the last year;
- 114 pumps and oil presses have been sold, also in last year;
- 53 audits were conducted by the Supreme Audit Institutions;
- the GOB adopted the use of a single voting ballot, a first in francophone Africa.

In summary, we have already come a good distance in achieving tangible development impacts through our assistance program. We look forward to reporting these results, especially the value added through program synergy, and participating in the next USAID/W review of the USAID/Benin program.

## PART I

### OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

**A. Benin Mission Performance Plan and Agency Goals.** USAID/Benin's new strategy, comprised of two strategic objectives and one special objective, is in full accordance with the U.S. Strategic Plan for International Affairs, the Mission Performance Plan (MPP) for Benin and USAID agency goals. USAID's strategic objectives (SO) and special objective (SpO) are:

SO 1: More children receive, on an equitable basis, a basic education which prepares them for productive roles in society;

SO 2: Increased use of family health services and preventive measures within a supportive policy environment; and

SpO: Improved governance and reinforced democracy.

The activities under the Basic Education Strategic Objective (SO 1) respond to the U.S. Strategic Plan International Affairs (SPIA) strategy 6 to "promote broad-based economic growth in developing and transitional economies." These activities support the MPP goal to promote sustainable development in Benin. USAID/Benin's basic education program complements USAID Goal No. 3, "Human Capacity built through education and training" and Objective No. 3.1, "Access to quality basic education, especially for girls and women, expanded."

USAID/Benin's Family Health Objective contributes to strategies 13, 15 and 16 of the U.S. Strategic Plan for International Affairs (SPIA): "Stabilize world population" and "Protect human health and reduce the spread of infectious diseases." It supports the MPP goal of sustainable development and humanitarian assistance and contributes to the achievement of Agency Goal 4: "World population stabilized and human health protected."

The Democracy and Governance Special Objective supports SPIA strategy 5(12) "to increase foreign government adherence to democratic practices and respect for human rights, and it supports the MPP goal of strengthening democracy and good governance. It is linked to the following Agency objectives: 2. More genuine and competitive political processes; 3. Increased development of politically active civil society; and, 4) More transparent and accountable government institutions.

**B. Summary Progress in Implementing the Country Strategic Plan.** The reporting period was a pivotal year for USAID/Benin as we began a new country strategy. USAID/Benin made solid progress towards attainment of results in the education and democracy/governance sector and laid firm groundwork for attainment of results in the family health program.

Benin experienced dramatic increases in primary education overall enrollment, and for girls in particular. Student instruction is improving, as evidenced by a 93% pass rate for students using the improved school curriculum who took the primary school leaving exam. Greater numbers of

primary school students have access to relevant technical training. Improved effectiveness on the part of the MOE to manage qualitative and quantitative improvements were responsible.

In the health program, condom and ORS sales are up, and greater numbers of Beninese have access to these products through a network of trained community based distribution agents. The first socially marketed oral contraceptive, Harmonie, was launched in April 1998. With the signing of the new contract for the health program in the Borgou region in January 1999, we expect to report on improvements in family health management and services for the next R4.

Beninese are demanding more public sector transparency and accountability and the GOB is responding. Corruption cases have been exposed. Improvements have been made in electoral administration, in response to pressure from NGOs, which should lead to greater transparency and fairness in the electoral process. Civil society involvement at the local governance level is expanding, preparing the basis for participation at the national level. We expect that as NGO participation in local governance grows, we will see greater results in the health and education.

**C. Country Factors Influencing Progress.** The low absorptive capacity of the GOB, caused by poor public planning, management and accounting, continues to affect adversely our pipeline, not to mention development in Benin. An energy crisis struck Benin a year ago. Electrical power was cut to from 4 to 6 hours a day from February to May 1998. Many businesses had to close. Economic growth was affected, dropping from 5% in 1998 to 4% in 1999. GOB offices were more closed than open during this period, and also contributed to the low absorptive capacity. Improvement in democratic governance and decentralization at the local level has been slow, further hindering progress.

**D. Significant Changes.** We plan to track the absorptive capacity of GOB to utilize resources in the education sector rather than the percentage of budget allocated to primary education. Thus, performance indicators will be revised for the education program. As a result of these absorptive constraints, the education program deobligated \$14 million from its non-project assistance program and we are asking for less funds for our health program.

Progress under the family health program was slower than expected due to staff vacancies on the health team and the delayed award of the main implementing mechanism for the family health SO, a 5-year, \$12-million institutional contract for the Borgou Integrated Family Health Program (BIFHP). The award was made in January 1999, to University Research Corporation. With the anticipated arrival of the team in March 1999, we expect the pace of program implementation to increase significantly when activities under the new contract are launched. The new USDH Health Officer and new Population Leadership Fellow, now on board, are expected to enhance the pace of implementation. The staff is now finalizing the health program's performance monitoring plan, which will enable the Mission to provide comprehensive data and reporting on family health results for subsequent R4s.

**E. Overall Prospects for Progress.** Although progress in health has been slower than expected, overall prospects for achievement of our strategic objectives remain sound. We continue to work with the GOB and our partners to mitigate key constraints. That we are finally a fully staffed Mission and an independent accounting station will help us to focus better on implementation.

But the most significant prospect for progress has to do with Benin's determined commitment to political and economic liberalism, to peace and stability and to consolidating its democracy. It continues to be a model for Africa in this regard.

## PART II

### RESULTS REVIEW BY STRATEGIC OBJECTIVE

#### A. STRATEGIC OBJECTIVE 1: “More children receive, on an equitable basis, a basic education which prepares them for productive roles in society”

**1. Summary.** In partnership with a number of grantees and contractors, we are helping the Ministry of Education achieve five Intermediate Results (IRs): 1) Improved key pedagogical systems and inputs for delivery of a quality basic education; 2) Increased Equity of Access to primary schools; 3) Maintained adequate financing for primary education; 4) Increased civil and government participation in basic education and 5) Improved institutional capacity for educational planning, management and accountability. The ultimate customers are more than 800,000 primary school students nationwide and 10,000 primary school drop outs and leavers.

**2. Key Results.** The primary school gross enrollment rate (GER) continues to grow, increasing from 73% in 1997 to 76% in 1998. The primary school leaving exam pass rate has reached 93% in the experimental schools compared to 67% in all other schools. The girls enrollment rate increased from 53% in 1997 to 60% in 1998. Financing is improving with more than 50% of MOE education budget allocated to primary education. Civil participation in basic education is growing with more than 200 parents' associations involved in school management

**3. Performance and Prospects.** Overall, the reform program met the FY 1998 targets of ensuring a better education and more equitable access to a quality education, exceeding its targets in the areas of the primary school completion exam in experimental schools, access to primary schools and technical skills training for primary school leavers. Since the program is moving beyond institutional strengthening to getting inputs into the classrooms, emphasis was placed on the quality of the education system (IR1) and equity of access (IR2) with a greater participation of the parents associations (IR4). See the Data Tables for more information.

We expect the education reform program to remain on track for FY 2001, when the second phase begins. We anticipate greater improvements in educational testing, teacher efficacy, and textbook and educational material availability. We will assist the GOB in increasing its absorptive capacity of funding by improving its financial and managerial procedures. Improvements in technical training for primary school leavers will continue and primary student knowledge in hygiene and sanitation will increase.

**Strategic Objective:** At this level, the gross enrollment rate and the primary school leaving exam are the indicators we monitor. The GER at 76% for 1998 exceeded its target by four percentage points. We think our efforts to improve educational quality and our support to awareness campaigns via World Education directed at parents associations were responsible for the impact on the GER, along with the increase in the number of classrooms, financed by us through World Education, as well as by other donors. For the first time since the education reform program began in 1991, a cohort of primary students, who have benefitted from the new

curriculum and improved classroom teaching methodology, took the primary school leaving exam. Out of the 996 students in 30 pilot schools who were tested by a new exam based on the improved curriculum and methodology, 924 passed (of whom 309 are girls), in other words a pass rate of 93% compared to 67% for those who were tested under the old curriculum.

**IR 1: Improved Key Pedagogical Systems and Inputs for Delivery of a Quality Basic Education.** Out of 1,000 students who enter the primary education system, only about 300 complete the primary cycle. We are in the process of designing the second phase of the education reform program, which will focus on improvement of the internal efficiency of the primary education system. The improvement of internal efficiency will be measured through student repetition and dropout rates, the 1998 data for which will not be available until the end of the school year. However, we can report progress towards the planned targets through teacher training, technical training to primary school leavers, and the Globe projects. Through our contract with TMG, 3,405 new teachers improved their skills in promoting among students critical thinking, group work and verbal and writing abilities, as opposed to rote learning and dictation. IFESH has trained 4,920 inspectors, directors, and teachers in team building, educational management, a more interactive child-centered pedagogy, and is strengthening the teacher support network in order to improve the quality of instruction. Both these programs have resulted in an improvement in the teacher:student ratio. MCDI's work in health education and sanitation have improved students' knowledge of basic hygiene and health measures for 80,000 (out of 100,000) students in 350 schools. We expect improved student instruction to lead to an increase in the leaving exam pass rate and a decrease in student repetition and dropout rates.

The expansion of the GLOBE program has been continuous, growing from the original eight schools in 1995 to 60 schools in 1998, including all 30 pilot schools involved in the education reform program. The number of students who are collecting, analyzing and sharing data with scientists worldwide and GLOBE students from other countries has increased from an average of 100 per school in 1996 to 200 in 1998.

**IR 2: Increased Equity of Access to Primary Schools.** We monitor equity by tracking the girls gross enrollment rate. In December 1997, a network for promoting girls' education was officially established, and our support to it contributed to the increase in the GER for girls from 53% in 1997 to 60% in 1998, which exceeded the dramatic increases in the overall GER. However, since boys' enrollment has already overshot the original target of 78% (having reached 91% for 1998), it is doubtful if exact parity will be achieved. We will continue promoting girls' education through the girl's education network and work with GOB to identify and develop gender specific interventions to narrow the gap as much as we can.

**4. Possible Adjustments to Plans.** The Mission plans to use the reobligated, former npa funds to finance the production of textbooks, which was not originally envisioned under the current plan. We are also planning a second phase of our education program, beginning in FY 2000, to place greater emphasis on the internal efficiency of the education system and on achieving classroom impact of the reform program. We will accelerate implementation where feasible to reduce our pipeline. Rather than focusing on the percentage of budget allocated to primary education, we will focus on GOB absorptive capacity to utilize resources. The performance indicators will be revised and reported in FY 2000 to reflect this new approach.

The resources requested for 2001 are commensurate with the level of activities and the planned program results. A reduction in resources would impede widespread implementation of the reform program, slow the momentum for change, and require us to modify results.

**5. Other Donor Programs:** While we have focused on improving the quality of the primary education system, other partners, such as the Government of Japan, the World Bank and the Islamic Development Bank, have focused on school construction. UNICEF supports girls' education through community awareness campaigns. The French Government and the World Bank support teacher training activities. We are exploring with the World Bank the possibility of sharing the costs associated with the production of textbooks. Discussions are underway with the French to ensure alignment of the new primary school curriculum with the secondary school curriculum.

**6. Major Contractors and Grantees:** USAID works with five contractors or grantees: (1) The Mitchell Group (TMG) provides technical assistance to the MOE to implement the primary education reform program; (2) World Education implements the parents' association strengthening program; (3) Medical Care Development International (MCDI) provides health education in primary schools; (4) IFESH trains teachers; (5) SONGHAI implements the technical training program.

## 7. SO1 Performance Data Tables

<b>STRATEGIC OBJECTIVE:</b> More children receive, on an equitable basis, a basic education which prepares them for productive roles in society <b>APPROVED:</b> 13/3/98 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> More children receive, on an equitable basis, a basic education which prepares them for productive roles in society.			
<b>INDICATOR:</b> Gross Enrollment Rate (GER)			
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> <u>GOB Statistical Table</u>  <b>INDICATOR DESCRIPTION:</b> Number of children in school divided by the number of Beninese children between the ages of six and eleven, expressed as percent.  <b>COMMENTS:</b> The figure reported last year (i.e. 69) was a proxy figure. The actual figure which is 73 is based on the data collected for the school year 1996-1997.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997		73
	1998	72	76
	1999	73	
	2000	75	
	2001	77	
	2002	78	
	2003	78	

SO1 Performance Data Table 2



**STRATEGIC OBJECTIVE 1:** More children receive, on an equitable basis, a basic education which prepares them for productive roles in society

**APPROVED:** 13/3/98 **COUNTRY/ORGANIZATION:** USAID/Benin

**RESULT NAME:** More children receive, on an equitable basis, a basic education which prepares them for productive roles in society.

**INDICATOR:** Primary School Leaving Exam Pass Rate

**UNIT OF MEASURE:** Percent

**SOURCE:** MOE Statistical Table

**INDICATOR DESCRIPTION:** Percentage of students who take and pass the end-of-cycle primary school exam (CEP exam)

**COMMENTS:** \* In 1998, there were two different exams: one based on the new curriculum and one based on the traditional one. The pass rate for the students who benefitted from the new curriculum is 93% compared to 67% for those who were tested by the old curriculum. Two different exams will be organized until the full expansion of the reform. The GOB is currently refining its assessment tests for the new curriculum using the feedback gathered from the experimental schools. Larger groups of students will take their exam based on these refined tests over the coming years. As a result, the Mission anticipates that there will be a decrease in the pass rate for the first year of expansion.

**YEAR** **PLANNED** **ACTUAL**

1997 70

1998\* 68 93\*  
67\*

1999 75  
70

2000 77  
72

2001 78  
74

2002 80  
75

2003 80  
80

**SO1 Performance Data Table 3**

<b>STRATEGIC OBJECTIVE 1</b>			
<b>APPROVED:</b> 13/3/98 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> Improved Key Pedagogical Systems and Inputs for Delivery of a Quality Basic Education			
<b>INDICATOR:</b> Primary School repetition and drop-out rates			
<b>UNIT OF MEASURE:</b> Percent	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> MOE Statistical Table	1997		26 8
<b>INDICATOR DESCRIPTION:</b> Student repetition and drop-out rates	1998	25 8	
<b>COMMENTS:</b> For each year, the first number is the average repetition rate per grade and the second is the average drop-out rate per grade.  Data for the 1997-1998 school year will only be available at the end of the current school year.	1999	22 7	
	2000	20 7	
	2001	17 6	
	2002-2003	15 6	

**SO1 Performance Data Table 4**

<b>STRATEGIC OBJECTIVE 1:</b> More children receive, on an equitable basis, a basic education which prepares them for productive roles in society <b>APPROVED:</b> 13/3/98 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> Increased Equity of Access to Primary Schools			
<b>INDICATOR:</b> Gross Enrollment Rate for girls and boys and the percent girl/total			
<b>UNIT OF MEASURE:</b> Percent	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> MOE Statistical Table	1997		53:83 37.2
<b>INDICATOR DESCRIPTION:</b> Number of children in school compared to the number of Beninese children between the ages of 6 and 11.	1998	60:78 43.5	60:91 38.3
<b>COMMENTS:</b> For each year, the first number is the GER for girls and the second is the GER for boys. Below the two GERs is the percent of girl as total gross enrollment. While we are maintaining our original planned targets, because of the unanticipated huge increases in the boys attendance rate, it is unlikely that we will reach the targeted girl/boy ratios despite significant increases in girls participation.	1999	62:78 43.5	
	2000	70:78 45.0	
	2001	75:78 48.0	
	2002	78:78 50.0	

## **B. STRATEGIC OBJECTIVE 2: “Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment”**

**1. Summary.** This new health strategic objective which will be achieved through a four-pronged strategy: (1) Improved health policy environment; (2) Increased access to family health services and products; (3) Improved the quality of family health management and services; and (4) Increased demand for, and practices supporting use of, family health services, products, and prevention measures. The ultimate customers of the Mission’s family health program are children up to age five, women of child-bearing age, and groups at risk of being infected with HIV and other sexually transmitted infections (STIs). “Family Health” includes family planning, maternal/child health, and prevention of STIs and HIV/AIDS. Now the largest donor in the Borgou Department, USAID is working with several contractors and grantees to implement a regional family health program there as well as a limited complementary national program.

**2. Key Results.** At the SO level, our indicators include contraceptive prevalence, condom use for HIV prevention, and ORS use -- at both the national and target region (Borgou Department) levels. Although data on these indicators were not collected in 1998, information on sales of socially-marketed condoms, up from 2.8 million in 1997 to nearly 3.8 million in 1998, suggests that condom use is on the rise. Sales in 1999 are expected to reach 4.8 million. A survey will be conducted in 1999 to determine whether or not the condoms are being used primarily for HIV prevention. Sales for socially-marketed ORS increased by one percent from 1997 to 1998. This lower than expected increase was due to the lack of product supply rather than low product demand. We are taking steps to rectify this problem and expect to see a significant jump in sales from 1,765,995 packets to over 2 million packets this year. The launching of *Harmonie* oral contraceptives (OC) last April made available another high quality, affordable family planning product to Benin. *Harmonie* is the lowest priced OC in Benin, and by December 1998, sales had already reached over 10,000 cycles. Sales for socially-marketed products will be used as proxy measures for years in which we do not collect data product use.

**3. Performance and Prospects:** Overall, we are pleased with the results achieved over the course of the first year of our new health strategy. Particularly impressive were achievements under IR 2 (access). While generally on track, progress is slower than planned in certain areas. Impact reporting has been difficult, as we were unable to finalize a SO performance monitoring plan due to staff vacancies and because data are minimal outside of the 1996 DHS. However, we anticipate much better data collection at both national and regional levels and reporting for FY 2000. Since this SO is new, and there are few high-level results to report on, a detailed discussion of activity level results related to all IRs can be found in the informational annex.

**IR 1: Improved Policy Environment.** Progress on improving the policy environment (IR1) was sluggish in 1998 due to the lack of program staff to determine and guide policy objectives and a lack of clearly defined policy priorities. We are now identifying priority policy objectives and a means of monitoring progress. In the next year, we anticipate advances towards improving certain key policies. The MOH is expected to adopt IMCI (Integrated Management of Childhood Illnesses) and authorize an increase in the consumer price of ORS, which will lead to improved cost recovery and sustainability in ORS supplies. Local NGOs have identified key issues

concerning health policy; they will develop activity plans to advocate for policy reform, and receive mini-grants to implement these activities with assistance from the Policy Project..

**IR 2: Increased access to family health services and products.** Access has increased at private outlets and public health facilities. In 1998, the number of sales points offering socially marketed family health products increased significantly. For *Prudence* condoms, points of sale jumped from about 2,500 in 1997 to about 5,500 in 1998. Points of sale for *OraSel*, the socially marketed ORS product, introduced in 1995, have grown to an estimated 500 locations. Our oral contraceptive is available in 100 of the 120+ pharmacies. By December 1999, the number of points of sale for family health products should increase to 7,500 for condoms, 1,000 for ORS, and 25 for insecticide-treated nets. To expand access in rural areas, we want to change current MOH policy to allow sales of oral contraceptives outside of pharmacies and health facilities.

Community-based distribution (CBD) of family health products and services makes it possible for Beninese to purchase affordable family health products and receive counseling and referral services in their own villages. Since the beginning of the social marketing program, PSI has trained over 4,000 CBD agents in HIV prevention and ORT. Africare's BHR/Child Survival activity and CRS' PL 480 Title II program also support training of CBDs in family planning, malaria prevention, nutrition and STI/HIV prevention. The combination of expansion of points of sale for socially marketed products and of the number of rural CBD agents means that more Beninese have greater access to high quality, affordable family health products and services. In addition, expanding CBD networks through various programs, PSI will help to improve supervision, motivation, and technical competency of existing CBD agents. In the Borgou region, activities implemented by the new USAID contractor, URC, will address issues of selection criteria, training, incentives, range of contraceptives and other FH products, data collection and reporting, supervision, and behavior change communication strategies.

We are supporting access to a more stable supply of public sector commodities through FPLM, which is working on the MOH contraceptive logistics system. This intervention has yet to result in concrete impacts, but the first benchmark has been met with the development of a manual on logistics procedures. Over the next year, personnel will be trained to use the manual to improve forecasting, distribution, warehousing and storage of contraception. This intervention will result in a significant decrease in contraceptive stockouts.

CRS's PL 480 program is further improving child access to health services through food assistance and income-generating activities. As Benin is not a food deficit country, CRS' program works to reduce malnutrition through community-based programs in geographic areas where malnutrition levels are highest. CRS has conducted two anthropometric surveys to establish baseline information on nutritional status in its project areas. CRS will measure their program impact against this baseline data at the end of the project in FY2000.

**IR 3: Improved Quality of Management and Services.** Limited progress was made towards this IR, as a result of the delay in awarding the new institutional contract which will support a large proportion of the training activities necessary for the success of this IR. Over the next year, prospects for improving quality of care are good. Results should include initial training of trainers in IMCI (especially in Borgou), continued training of NGO service providers, training of

health care providers in Borgou and nationally in family health service delivery, and the development and implementation of a quality assurance program in Borgou.

**IR 4: Increased Demand for and practices supporting the use of services, products and prevention measures.** In 1998, activities supporting increasing demand for family health services, products and prevention measures focused on awareness raising, which leads to increased knowledge, which, in turn, increases demand. Last year we supported a wide range of information, education and communication (IEC) activities to move ultimate customers along the behavior change continuum. IEC activities carried out by CRS, BASICS, PSI, Africare and local NGOs were particularly effective at raising awareness on improved nutrition and HIV, and included mass media, theater, and traditional forms of communication. In Borgou, a departmental-level intersectoral IEC committee will be established and will develop an IEC strategy to address integrated family health, including working with traditional communicators (such as griots) and training health workers in interpersonal communication and counseling.

**4. Possible Adjustments to Plans.** The arrival of new staff in October 1998, prompted FHT to review the SO statement and results framework with partners. After partner discussions, it is evident that FHT needs to revisit aspects of the framework. The original framework that was reviewed with partners had sector-specific IRs (i.e. family planning, child survival, etc.). After our consultation with AFR/SD during R4 review in FY 98, the framework was altered to conform to the model preferred by the Bureau. Thus, the approved results framework differs from that originally vetted with partners, and it has taken some effort to explain these changes and resolve issues. Although FHT expects to modify the framework at the sub-IR level, next year the Mission may propose changes to the management contract related to IR 1 and 4.

Prospects for future program performance are good. However, if the SO budget differs greatly from the requested figures, we would have to forego the development of a new HIV prevention strategy currently being contemplated. This would compromise our ability to help keep HIV rates relatively low.

**5. Other Donor Programs.** The EU leads donor coordination in the health sector. Germany (GTZ) and Switzerland, along with USAID, are major health-sector donors in Borgou, with GTZ implementing a community-based, primary health care program and the Swiss Cooperation providing regional infrastructure and management support. UNFPA supports public sector FP services delivery and WHO and UNICEF support the national immunization program. The World Bank finances a health care development project that provides the framework for the integration of family planning within the general health care system. The French Cooperation supports the construction and renovation of health facilities, vaccine procurement, and the establishment of health maintenance organizations.

**6. Major Contractors and Grantees.** USAID's primary activity, in the Borgou region, will be implemented by URC and several subcontractors, including PATH, CLUSA and the local IPPF affiliate, ABPF. Other recipients of our direct support are: UNICEF, for the establishment of oral rehydration therapy units at health facilities and for social marketing of ORS; PSI, for social marketing of family health products; and the National AIDS Control Program, for IEC activities. We use Global Bureau centrally-funded projects, such as PRIME, POLICY, BASICS and FPLM.

## **7. Performance Data Tables**

### **SO2 Performance Data Table 1**

<b>STRATEGIC OBJECTIVE:</b> Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment <b>APPROVED:</b> 03/98 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> SO 2: Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment			
<b>INDICATOR:</b> Sales of socially marketed products			
<b>UNIT OF MEASURE:</b> units sold <b>SOURCE:</b> PSI activity reports <b>INDICATOR DESCRIPTION:</b> Sales of individual units of condoms, ORS packets, cycles of oral contraceptives, insecticide-treated nets and injectables. <hr/> <b>COMMENTS:</b> This indicator is a proxy for measuring use of family health products based on the assumption that increased sales of family health products indicates increased use of those products.  Condoms: PSI began socially marketing Prudence condoms in Benin in 1990. Between 1990 and 1998 sales increased from 355,032 to 3,794,298, a tenfold increase in about 7 years.  Oral Rehydration Salts: PSI began marketing Orasel ORS in 1995. Orasel has been procured primarily through UNICEF since its introduction in Benin, however UNICEF has been unable to supply amounts sufficient to meet demand. PSI is negotiating with the MOH to increase the sales price of Orasel in order to establish a cost-recovery system that will allow PSI to procure sufficient stock. Once such a system is in place and more ORS is available for the program, sales figures are expected to rise.  Oral contraceptives: Harmonie oral contraceptives were introduced in Benin in 1998. Sales have been moderate in the first year. Training of pharmacists in use and effects of the products is expected to increase consumer confidence and yield future increases in sales and use.  Insecticide-Treated Nets: Sales of SuperMoustiquaire began in October 1998.  Injectables: Depo Provera is scheduled to be added to the mix of socially marketed family health products in 2000.  *Because USAID/Benin's agreement with AIDSMARK, the implementing mechanism for the Mission's social marketing activities, extends only partially into year 2002, targets for 2002 and 2003 will be determined at a later date.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996		Condoms: 2,291,456 ORS: 1,302,290
	1997		Condoms: 2,897,760 ORS: 1,734,645
	1998		Condoms: 3,794,298 ORS: 1,765,995 OCs: 10,380 ITNs: 720
	1999	Condoms: 4,800,000 ORS: 2,000,000 OCs: 25,500 ITNs: 16,500	
	2000	Condoms: 5,800,000 ORS: 2,200,000 OCs: 36,500 ITNs: 25,500 Injectables: 6,500	
	2001	Condoms: 6,400,000 ORS: 2,500,000 OCs: 48,000 ITNs: 33,500 Injectables: 10,500	
	2002		
	2003		

**SO2 Performance Data Table 2**



<b>STRATEGIC OBJECTIVE:</b> Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment <b>APPROVED:</b> 03/98 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> IR 2.2: Expanded access to family health services and products			
<b>INDICATOR:</b> Number of distribution points for socially marketed products			
<b>UNIT OF MEASURE:</b> distribution points <b>SOURCE:</b> PSI activity reports <b>INDICATOR DESCRIPTION:</b> Distribution points include wholesalers and retailers that purchase products from PSI for re-sale. <hr/> <b>COMMENTS:</b> <p>All baseline and target information provided are ESTIMATES. A formal distribution study will be carried out in 1999 to gather baseline data and develop a reliable system for measuring points of sale.</p> <p>Condoms: PSI began socially marketing Prudence condoms in Benin in 1990. Between 1990 and 1997 the number of sales points grew from 0 to an estimated 2,500. Sales increased tenfold over this period of time. PSI estimates that from 1997 to 1998 the number of sales points has more than doubled. Points of sale for Prudence range from wholesale distributors, to pharmacies, bars and kiosks.</p> <p>Oral Rehydration Salts: The number of points of sale for ORASEL probably could be higher, but PSI has been unable to meet the demand for ORS. As a result, PSI has been holding back on promoting the product. Hopefully, now that USAID has engaged PSI through the AIDSMARK field support mechanism, and discussions are taking place with the MOH regarding increasing the price of ORS for cost recovery, PSI will be able to overcome the shortage of ORS and will be able to meet demand and expand points of sale. ORS points of sale include public and private health centers, pharmacies, supermarkets, stores, market sellers and kiosks, as well as wholesale distributors and "semi-wholesalers."</p> <p>Oral contraceptives: Harmonie oral contraceptives went on the market in Benin in April 1998, and are already available in about 100 of the 120+ pharmacies in the country. It is projected that 55 new pharmacies will open in the near future, and Harmonie will be available in most of them within a year of opening. PSI is exploring the possibility of distributing oral contraceptives through community-based distribution agents, however some regulatory obstacles need to be overcome before it will be possible for pills to be sold outside of pharmacies or health facilities.</p> <p>Insecticide-Treated Nets (ITNs): Sales of SuperMoustiquaire began in October 1998 and have already reached 720. Distribution for this product is through community-based distribution agents, pharmacies and market sellers and kiosks.</p> <p>Injectables: Depo-Provera is scheduled to be added to the mix of socially marketed family health products in 2000. Possible regulatory obstacles to distribution are being identified to ensure as widespread distribution of the product as possible.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996		Condoms: 2,000
	1997		Condoms: 2,500
	1998		Condoms: 5,500 ORS: 500 OCs: 100 ITNs: ---
	1999	Condoms: 7,500 ORS: 1,000 OCs: 100 ITNs: 25	
	2000	Condoms: 10,000 ORS: 2,000 OCs: 150 ITNs: 150 Injectables: 30	
	2001	Condoms: 11,000 ORS: 3,000 OCs: 200 ITNs: 200 Injectables: 50	
	2002		
	2003		

**SO2 Performance Data Table 3**

<b>STRATEGIC OBJECTIVE:</b> Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment <b>APPROVED:</b> 03/98 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> IR 2.2: Expand access to family health services and products			
<b>INDICATOR:</b> Improved contraceptive logistics management system			
<b>UNIT OF MEASURE:</b> percentage <b>SOURCE:</b> FPLM activity reports <b>INDICATOR DESCRIPTION:</b> Percentage indicates level of development of logistics management system on a 100-point scale <hr/> <b>COMMENTS:</b> <p>This indicator is a composite of several factors which contribute to the development and implementation of an effective contraceptive logistics management system. Components are scored as to their level of achievement and then all elements are weighted against one another to come up with a composite number. The components are 1) logistics MIS, 2) forecasting, 3) purchasing, 4) warehousing and stock, 5) distribution, 6) organization and staffing, 7) policy, and 8) sustainability. These components are not sequential, thus, the composite number represents different levels of achievement among these 8 components. The scale is 0 to 100 with 100 representing a fully operational, effective management system.</p> <p>*Because FPLM is expected to end in 2000, goals have only been set to that date. Is it likely that the Mission will continue to support activities in this area through the follow-on project.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1998		46.72
	1999	55	
		60	
	2001		
	2002		
	2003		

## C. SPECIAL OBJECTIVE 1: “Improved Governance and Reinforce Democracy”

**1. Summary.** This special objective is comprised of four intermediate results: (1) Increased participation of civil society in national decision-making; (2) Strengthened mechanisms promote transparency and accountability; (3) Improved environment for decentralized private and local initiatives; and, (4) A strengthened, more independent and representative legislature. The beneficiaries are the entire Beninese population. The SpO cross-cutting approach aims to support the Mission’s basic education and family health objectives.

**2. Key Results.** During this reporting period, considerable progress was made on all IRs. The National Assembly initiated and revised 74 laws as against 32 planned for the year. Accountability mechanisms are improving as the Supreme Audit Institutions (SAI) performed 53 audits as compared to the planned 40. Some of these are currently being adjudicated. The environment is becoming more receptive to private sector and local initiatives. Within the first year of the micro-credit activity, 543 local entrepreneurs have received loans for income generating activities (90% of whom are women). VITA has secured additional loan funds from a local commercial bank to supplement its capital fund. A recent update of the study of the legal and regulatory framework for NGOs in Benin indicates that 126 NGOs (40% of those surveyed) can be considered as active and potentially capable of participation in national decision making. This success can be attributed to the new code of ethics elaborated by NGOs, with support from USAID and other donors, and which is being officially adopted.

**3. Performance and Prospects.** Overall performance has exceeded expectations. The Government and civil society continue to demonstrate a firm commitment to the democratic process and improved governance. Significant anti-corruption activities took place. A reformed electoral code was developed and steps were taken to institutionalize the electoral process. We will build on and support these efforts through the elaboration of anti-corruption programs with Beninese NGOs. We will meet our targets in 2001, given approval of our resource request.

**IR1: Increased participation of civil society in national decision-making.** This IR exceeded expectations. NGOs continue to increase their participation in national decision making. Their managerial and financial skills have been strengthened through Phase II of Africare’s BINGOS Project to prepare them for greater involvement in national affairs. All BINGOs graduates have become visibly active within their localities and consult more as networks. With support from USAID and other donors, NGOs drafted new regulations governing the NGO movement (Decree, Code of Ethics, Memorandum of Understanding) and submitted them to GOB for adoption. Through assistance from IFES, NGOs drafted a reformed electoral code which institutionalized the electoral commission and provided for a single ballot. We helped organize a forum in order to establish a NGO corruption watchdog movement. Through continued support for networking and advocacy activities, training and technical assistance, USAID will help build a critical mass of NGOs to foster public policy change.

**IR2: Strengthened mechanisms to promote transparency and accountability.** This IR has also exceeded expectations. A public forum on the sensitization of civil society, public

administration and political parties on transparency and accountability resulted in the exposure of an increasing number of mismanagement and cases of rent-seeking behavior. More than ten directors of parastatals were suspended, five of whom are being tried. Through IFES, election administration has been targeted for anti-corruption activities, including emphasis on political party and electoral campaign spending, a first time for francophone Africa. Procedural manuals for poll watching, electoral financing and the Chamber of Accounts and audits have been developed. Auditors of the Chamber of Accounts and Inspectors of the executive branch's General Corps have been trained in the use of these manuals and in regional accounting standards (SYSCOA). The performance of 53 audits by Supreme Audit Institutions is building pressure for public accountability and reflects the increasing strength of transparency and accountability mechanisms. The joining of efforts from Supreme Audit Institutions and the civil society to fight against corruption is drawing people's attention to good governance. The prospects for on-target performance next year are good. However, to assure the continued good performance of its audit institutions, the GOB will need to recruit and train more auditors at the Chamber of Accounts, the Supreme Court, and the Inspector General's Office at the Ministry of Finance.

**IR3: Improved environment for decentralized private and local initiatives.** USAID is improving the environment with the promotion of appropriate technologies for private sector development through ATI and the support of micro credit through VITA. Activities began during the reporting period, and performance is on track. Under the micro-credit activity, 543 clients have been trained in basic accounting principles. Micro loans, totaling \$140,000, were issued, surpassing the \$50,000 planned for the first year of implementation in less than three months; \$29,500 have been repaid with interest. We are monitoring the percentage of loans going to the poor, as this group would be the primary beneficiary and initiator of decentralized and local activities. Through ATI, 30 welders have been trained in the production of treadle pumps and oil presses. The graduate welders manufactured and sold about 114 of their products out of a planned target of 200 for the year. In the coming year, we will make micro credit available for appropriate technology and other inputs for local initiatives in the health and education sectors. The synergy expected from this activity will enhance local participation results for our health and education programs. Additional funding for micro-credit has been obtained a local commercial bank and negotiations are underway to increase micro-credit availability other micro-credit sources in the United States.

**4. Possible Adjustments to Plans.** USAID anticipates no major adjustments to the strategy or performance monitoring plan.

**5. Other Donor Programs.** The Swiss Cooperation leads the coordination of donors in the democracy and governance sector and supports local initiatives. Germany, through its foundations and local NGOs, is involved in decentralization, civic education and technical support to the National School of Administration. The Danish Cooperation supports local initiatives through NGOs. France provides support for judicial reform, decentralization and public administration. The World Bank assists GOB in the areas of financial and administrative reform, and supports the Executive Office's Unit of Public Ethics. Canada is involved in public administration reform and in fostering a favorable environment for the private sector. UNDP provides assistance in electoral coordination, public administration and Internet access.

**6. Major Contractors and Grantees.** USAID implements its activities through U.S. PVOs, including Africare, ATI and VITA. Other parnters include IFES, SUNY/Albany and TAF. Other partners include the National Assembly, the Inspector General's Office, the Chamber of Accounts, and local NGOs.

## 7. Performance Data Tables

**SPO1 Performance Data Table 1**

<b>OBJECTIVE:</b> Improved Governance and Reinforced Democracy			
<b>APPROVED:</b> March 1998 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> Increased participation of civil society in national decision-making			
<b>INDICATOR:</b> Number of functional Civil Society Organizations in targeted areas			
<b>UNIT OF MEASURE:</b> Total count per year	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Update of Study on Legal and Regulatory environment of NGOs and Professional Associations Consulting Firm: U.F.S.J.F funded by USAID/Benin  <b>INDICATOR DESCRIPTION:</b> Actual Number of NGOs registered that: -prepare an annual budget, -mobilize resources de feed the budget, -have internal and external audit mechanisms, -external audit mechanism, -hold annual General Assembly meeting to discuss policy issues and adopt budget  <b>COMMENTS:</b> The change in IR necessitated a change in reference materials. The source will be updated as appropriate.	1998	--	126
	1999	150	
	2000	170	
	2001	190	

**SPO1 Performance Data Table 2**

<b>OBJECTIVE:</b> Improved Governance and Reinforced Democracy <b>APPROVED:</b> March 1998 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> Strengthened Mechanisms to promote transparency and accountability			
<b>INDICATOR:</b> Number of annual audits performed by supreme audits institutions			
<b>UNIT OF MEASURE:</b> total count per year <b>SOURCE:</b> Chamber of Accounts and Office of the Inspector General of Finance provisional report on audits <hr/> <b>INDICATOR DESCRIPTION:</b> Number of audits performed on public institutions by the SAI (Office of the Inspector General of Finance and the Chamber of Accounts) <hr/> <b>COMMENTS:</b> Although no additional auditors were recruited during the reporting year, more audits were made than in the previous years.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	10	17
	1998	20	53
	1999	42	
	2000	59	
	2001	76	

**SPO1 Performance Data Table 3**

<b>OBJECTIVE:</b> Improved Governance and Reinforced Democracy			
<b>APPROVED:</b> March 1998 <b>COUNTRY/ORGANIZATION:</b> USAID/Benin			
<b>RESULT NAME:</b> Improved environment for decentralized private and local initiatives			
<b>INDICATOR:</b> % of loans serving the very poor including women			
<b>UNIT OF MEASURE:</b> percentage per year <hr/> <b>SOURCE:</b> VITA Micro-bank project annual report <hr/> <b>INDICATOR DESCRIPTION:</b> Percentage of loan budget issued to local entrepreneurs and local women groups per year <hr/> <b>COMMENTS:</b> the level of loans envisaged for the first year budget exceeded expectation (from a ceiling of 10% to 28%) due to the high demand for loans. Negotiations are on-going for the activity to increase its loan level through a local financial institution and other micro-credit establishments in the U.S.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	--	--
	1998	10	28
	1999	40	
	2000	52	
	2001		

## PART III

### FY 2000 - 2001 RESOURCE REQUEST

**A. Program Resources.** Following a careful review of pipeline projections, in the context of chronic low GOB absorptive capacity, USAID/Benin's program resource request for FY 2000 and FY 2001 will be lower, reflecting a decrease in CSD funds for SO2.

**1. Strategic Objective 1.** Requested funding will finance the second phase of the education reform program, the production of textbooks and other teaching materials for 3,500 primary schools, community participation and decentralization activities, teacher training, health education, and technical skills training. Estimated expenditures are over \$5.5 million per year. Given these projected expenditures along with ongoing activities, we believe our education pipeline will drop in 2001 to 40% of FY98 levels. This anticipated draw down of pipeline is reflected in our request levels.

**2. Strategic Objective 2.** Although estimated expenditures for the new family health project and field support activities are in excess of \$6 million per year, we won't be able to make a significant impact on the health pipeline without reducing our obligations. Thus, our bilateral funding request for FY 2000 and 2001 is reduced by \$600,000 and \$1 million, respectively,

**3. Special Objective 3.** Our request is at planned levels. Activities to promote civil society participation in national decision-making and local initiatives have been mortgaged through FY 2001. A new decentralization project, planned for FY 2000, will contribute to results for SOs 1 and 2, as well as for SPO1 and will be financed by all three SOs.

**B. Field Support.** Field support is limited to SO1 and SO2. See attached table.

**C. Workforce (see table).** USAID/Benin has reached its full staffing level of USDHs as of February 1999, which we will maintain through 2001. Our workforce level will grow from 69 in FY99 to 71 in FYs 00 and 01, as we add one staff to the health team and one staff to our coordinating unit. We are addressing other staffing-related concerns, described below:

Our training plan includes the offering of a course containing several modules on results monitoring. We must also train for the Agency's migration towards a new operating software package. As a related concern, we do not yet have a VSAT for easy access to policies and guidance on implementation, and we are budgeting for such.

We have been plagued with a highly skewed pay plan which leaves professional staff earning less than those in positions ranked two to three grades lower. We consequently initiated a post-wide wage survey accepted by the State Department that should remedy at least in part this problem.



As we have been understaffed for years, we have had to creatively manage work assignments and staffing. Now that the entire USDH staff is on-board, we are looking seriously at staffing patterns for all categories of personnel. We are also defining the staffing needs and profiles for each section. We are reviewing existing position descriptions, revising the organization chart, and seeking to strengthen each implementing unit. On the USDH side, we returned the Regional PDO FTE to the Bureau on grounds we could not justify the position. This decision will not have an immediate impact on the 1999 workforce figures but will make a substantial difference beginning in FY2000.

**D. Operating Expense Resource Request.** Due to changes in the security situation, our plans for FY99 OE resources have been modified. (Please see the attached Security Table Resource Request). As a result of the DOS plans to implement an overseas wireless modernization program by the end of calendar year 1999, we are putting on hold our own plans, which were documented in last year's R4 submission, to improve the capability and operations of our radio communications equipment. Once the DOS has modernized its radio communications program, we will proceed with any necessary radio communications equipment procurement in FY2000. The FY99 funds originally budgeted for the upgrade of radio communications equipment are instead being used to implement the FY2000 plan for replacing our aging personal computers, and installing the Windows NT operating platform. We are beginning to replace older inefficient electrical appliances in the residences and office with energy saving units as recommended by OMS. We expect to complete this by FY2001

Other major line item costs in FY99 include the cost of a non-federal audit of the GOB's contracting and financial management capabilities (required every five years), and higher site visit costs due to the heavy programmatic support we provide to USAID/Nigeria. Once Nigeria assumes its own program office responsibilities, these costs should drop as reflected in the lower budget figures for site visits in 2000 and 2001.

Finally, as mentioned above, we are emphasizing implementation support for our relatively new and inexperienced staff. Funds have been set aside to carry out a mission-wide training program, and additional funds have been budgeted each year for travel and per diem costs associated with attendance at training and seminars away from post.

Please note that the operating expense figures presented in the attached tables reflect the current exchange rate of CFA 600 to \$1. However, as recently as October 1998, the exchange rate was below CFA 550 to \$1. If the exchange rate suffers, then our operating expense requirements will need to be reevaluated accordingly.

**E. Trust Fund and FSN Voluntary Separation Payment/Withdrawal Information (see table).**

**F. Controller Operations (see table).**

**G. Security (see table).**

# FY 1999 Budget Request by Program/Country

Program/Country: BENIN

DA/CSD

02-Apr-99

08:00 AM

Approp Acct:  
Scenario

D. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: More Children Receive, on an Equitable Basis, a Basic Education Which Prepares Them for a Productive Roles in Society																
CSD	Bilateral	6,700				6,700									9,089	20,086
CSD	Field Spt	300				300									200	100
CSD		7,000	0	0	0	7,000	0	0	0	0	0	0	0	0	9,289	20,186
SO 2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment																
CSD	Bilateral	2,200							2,000	0	200	0			1,551	6,052
CSD	Field Spt	2,263							263	500	1,000	500			2,263	0
CSD		4,463	0	0	0	0	0	0	2,263	500	1,200	500	0	0	3,814	6,052
SO 2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment																
DA	Bilateral	200						200							1,548	1,558
DA	Field Spt	2,175						2,175							2,175	0
DA		2,375	0	0	0	0	0	2,375	0	0	0	0	0	0	3,723	1,558
SpO 1: Improved Governance and Reinforced Democracy																
DA	Bilateral	1,700												1,700	2,450	4,592
DA	Field Spt	200												200	200	0
DA		1,900	0	0	0	0	0	0	0	0	0	0	0	1,900	2,650	4,592
SO 5:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		10,800	0	0	0	6,700	0	200	2,000	0	200	0	0	1,700	14,638	32,288
Total Field Support		4,938	0	0	0	300	0	2,175	263	500	1,000	500	0	200	4,838	100
<b>TOTAL PROGRAM</b>		<b>15,738</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,000</b>	<b>0</b>	<b>2,375</b>	<b>2,263</b>	<b>500</b>	<b>1,200</b>	<b>500</b>	<b>0</b>	<b>1,900</b>	<b>19,476</b>	<b>32,388</b>

FY 99 Request Agency Goal Totals	
Econ Growth	0
Democracy	1,900
HCD	7,000
PHN	6,838
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	4,275
Dev. Assist ICASS	
Dev. Assist Total:	4,275
CSD Program	11,463
CSD ICASS	
CSD Total:	11,463

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2000 Budget Request by Program/Country

Program/Country: BENIN

DA/CSD

02-Apr-99

08:00 AM

Approp Acct:

Scenario

O. # , Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00		
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G				
SO 1: More Children Receive, on an Equitable Basis, a Basic Education Which Prepares Them for a Productive Roles in Society																	Year of Final Oblig:	
CSD	Bilateral	6,000				6,000										12,701	13,385	
CSD	Field Spt	300				300										300	100	
CSD		6,300	0	0	0	6,300	0	0	0	0	0	0	0	0		13,001	13,485	
SO 2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment																	Year of Final Oblig:	
CSD	Bilateral	1,100							700	100	0	300				2,588	4,564	
CSD	Field Spt	1,900							0	700	800	400				1,900	0	
CSD		3,000	0	0	0	0	0	0	700	800	800	700	0	0		4,488	4,564	
SO 2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment																	Year of Final Oblig:	
DA	Bilateral	400						400								686	1,272	
DA	Field Spt	2,100						2,100								2,100	0	
DA		2,500	0	0	0	0	0	2,500	0	0	0	0	0	0		2,786	1,272	
SpO 1: Improved Governance and Reinforced Democracy																	Year of Final Oblig:	
DA	Bilateral	1,700												1,700		2,390	3,902	
DA	Field Spt	0												0		0	0	
DA		1,700	0	0	0	0	0	0	0	0	0	0	0	1,700		2,390	3,902	
SO 5:																	Year of Final Oblig:	
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
SO 6:																	Year of Final Oblig:	
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
SO 7:																	Year of Final Oblig:	
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
SO 8:																	Year of Final Oblig:	
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	
Total Bilateral		9,200	0	0	0	6,000	0	400	700	100	0	300	0	1,700		18,365	23,123	
Total Field Support		4,300	0	0	0	300	0	2,100	0	700	800	400	0	0		4,300	100	
TOTAL PROGRAM		13,500	0	0	0	6,300	0	2,500	700	800	800	700	0	1,700		22,665	23,223	

FY 00 Request Agency Goal Totals	
Econ Growth	0
Democracy	1,700
HCD	6,300
PHN	5,500
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	4,200
Dev. Assist ICASS	
Dev. Assist Total:	4,200
CSD Program	9,300
CSD ICASS	
CSD Total:	9,300

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2001 Budget Request by Program/Country

Program/Country: BENIN

DA/CSD

02-Apr-99

08:00 AM

Approp Acct:  
Scenario

O. # , Title																		
		FY 20001 Request														Est. S.O.	Est. S.O.	Future
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	Pipeline End of FY 01	Cost (POST- 2001)	
SO 1: More Children Receive, on an Equitable Basis a Basic Education Which Prepares Them for a Productive Roles in Society															Year of Final Oblig:			
CSD	Bilateral	6,800				6,800									13,403	6,782	13,600	
CSD	Field Spt	200				200									300	0	400	
CSD		7,000	0	0	0	7,000	0	0	0	0	0	0	0	0	13,703	6,782	14,000	
SO 2: Increase Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment															Year of Final Oblig:			
CSD	Bilateral	1,750							650	0	1,000	100			3,268	3,046	7,000	
CSD	Field Spt	1,750							0	500	1,000	250			1,750	0	2,000	
CSD		3,500	0	0	0	0	0	0	650	500	2,000	350	0	0	5,018	3,046	9,000	
SO 2: Increase Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment															Year of Final Oblig:			
DA	Bilateral	250							250						705	817	1,000	
DA	Field Spt	2,250							2,250						2,250	0	4,000	
DA		2,500	0	0	0	0	0	0	2,500	0	0	0	0	0	2,955	817	5,000	
SpO 1: Improved Governance and Reinforced Democracy															Year of Final Oblig:			
DA	Bilateral	2,000												2,000	2,527	3,375	4,000	
DA	Field Spt	0												0	0	0	0	
DA		2,000	0	0	0	0	0	0	0	0	0	0	0	2,000	2,527	3,375	4,000	
SO 5:															Year of Final Oblig:			
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 6:															Year of Final Oblig:			
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 7:															Year of Final Oblig:			
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:															Year of Final Oblig:			
	Bilateral	0																
	Field Spt	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral		10,800	0	0	0	6,800	0	250	650	0	1,000	100	0	2,000	19,903	14,020	25,600	
Total Field Support		4,200	0	0	0	200	0	2,250	0	500	1,000	250	0	0	4,300	0	6,400	
TOTAL PROGRAM		15,000	0	0	0	7,000	0	2,500	650	500	2,000	350	0	2,000	24,203	14,020	32,000	

FY 01 Request Agency Goal Totals	
Econ Growth	0
Democracy	2,000
HCD	7,000
PHN	6,000
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	4,500
Dev. Assist ICASS	
Dev. Assist Total:	4,500
CSD Program	10,500
CSD ICASS	
CSD Total:	10,500

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

## Accessing Global Bureau Services Through Field Support and Buy-Ins

MISSION/OPERATING UNIT: USAID/BENIN

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O. #1: More Children Receive on an Equitable Basis, a Basic Education Which Prepares Them for Productive Roles in Society	ATLAS : 698-0475.80	Medium	One year		300		200
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	AIDSMARK	Medium	One year		1,500		2,000
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	Family Planning Logistics Management :	Medium	One year		50		50
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	Central Contraceptive Procurement : 936-3070	Medium	One year		450		600
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	Population Leaders Program : 936-3070	Medium	Two years		450		0
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	Primary Providers Training & Educ. in R	Medium	One year		300		300
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	Policy Project Follow-on : 936-3078	Medium	One year		250		300
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	Measures DHS+ : 936-3083.01	Medium	One year		400		400
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	Care MoRR : 936-3084	Medium	One year		200		100
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	BASICS Follow-On : 936-3096	Medium	Two years		400		0
S.O. #2: Increased Use of FP/MCH/STD/HIV Services and Prevention Measures within a Supportive Policy Environment	The Change Project : 936-3096.04	Medium	One year		0		250
<b>GRAND TOTAL.....</b>				<b>0</b>	<b>4,300</b>	<b>0</b>	<b>4,200</b>

\* For Priorities use high, medium-high, medium, medium-low, low

Org End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 1999 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1						2	2	1	1			1	5	7
Other U.S. Citizens	1							1				1			1	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	3	2.5				4.5		10	4	13	26				43	53
Subtotal	5	3.5	0	0	0	4.5	0	13	6	14	27	1	0	1	49	62
<b>Program Funded 1/</b>																
U.S. Citizens	1							1							0	1
FSNs/TCNs	4	1						5							0	5
Subtotal	5	1	0	0	0	0	0	6	0	0	0	0	0	0	0	6
Total Direct Workforce	10	4.5	0	0	0	4.5	0	19	6	14	27	1	0	1	49	68
TAACS								0							0	0
Fellows		1						1							0	1
IDIs								0							0	0
Subtotal	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	10	5.5	0	0	0	4.5	0	20	6	14	27	1	0	1	49	69

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2000 Target</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1						2	2	1	1			1	5	7
Other U.S. Citizens								0				1			1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	3	2				5		10	4	13	27				44	54
Subtotal	4	3	0	0	0	5	0	12	6	14	28	1	0	1	50	62
<b>Program Funded 1/</b>																
U.S. Citizens	1							1							0	1
FSNs/TCNs	4	2						6							0	6
Subtotal	5	2	0	0	0	0	0	7	0	0	0	0	0	0	0	7
Total Direct Workforce	9	5	0	0	0	5	0	19	6	14	28	1	0	1	50	69
TAACS	1							1							0	1
Fellows		1						1							0	1
IDIs								0							0	0
Subtotal	1	1	0	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	6	0	0	0	5	0	21	6	14	28	1	0	1	50	71

<b>FY 2000 Request</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1						2	2	1	1			1	5	7
Other U.S. Citizens								0				1			1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	3	2				5		10	4	13	27				44	54
Subtotal	4	3	0	0	0	5	0	12	6	14	28	1	0	1	50	62
<b>Program Funded 1/</b>																
U.S. Citizens	1							1							0	1
FSNs/TCNs	4	2						6							0	6
Subtotal	5	2	0	0	0	0	0	7	0	0	0	0	0	0	0	7
Total Direct Workforce	9	5	0	0	0	5	0	19	6	14	28	1	0	1	50	69
TAACS	1							1							0	1
Fellows		1						1							0	1
IDIs								0							0	0
Subtotal	1	1	0	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	6	0	0	0	5	0	21	6	14	28	1	0	1	50	71

Org End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	Sp01	Sp02									
<b>OE Funded: I/</b>																
U.S. Direct Hire	1	1						2	2	1	1			1	5	7
Other U.S. Citizens								0				1			1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	3	2				5		10	4	13	27				44	54
Subtotal	4	3	0	0	0	5	0	12	6	14	28	1	0	1	50	62
<b>Program Funded 1/</b>																
U.S. Citizens	1							1							0	1
FSNs/TCNs	4	2						6							0	6
Subtotal	5	2	0	0	0	0	0	7	0	0	0	0	0	0	0	7
Total Direct Workforce	9	5	0	0	0	5	0	19	6	14	28	1	0	1	50	69
TAACS	1	1						2							0	2
Fellows								0							0	0
IDIs								0							0	0
Subtotal	1	1	0	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	6	0	0	0	5	0	21	6	14	28	1	0	1	50	71

<b>FY 2001 Request</b>																
<b>OE Funded: I/</b>																
U.S. Direct Hire	1	1						2	2	1	1			1	5	7
Other U.S. Citizens								0				1			1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	3	2				5		10	4	13	27				44	54
Subtotal	4	3	0	0	0	5	0	12	6	14	28	1	0	1	50	62
<b>Program Funded 1/</b>																
U.S. Citizens	1							1							0	1
FSNs/TCNs	4	2						6							0	6
Subtotal	5	2	0	0	0	0	0	7	0	0	0	0	0	0	0	7
Total Direct Workforce	9	5	0	0	0	5	0	19	6	14	28	1	0	1	50	69
TAACS	1	1						2							0	2
Fellows								0							0	0
IDIs								0							0	0
Subtotal	1	1	0	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	6	0	0	0	5	0	21	6	14	28	1	0	1	50	71



# Workforce

MISSION :

USAID/BENIN

## USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	1	1	1	1
02 Program Officer	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture				
11 Economics				
12 GDO	1	1	1	1
12 Democracy				
14 Rural Development				
15 Food for Peace				
21 Private Enterprise				
25 Engineering				
40 Environment				
50 Health/Pop.	1	1	1	1
60 Education				
75 Physical Sciences				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO	1	1	1	1
95 IDI				
Other*				
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

Please e-mail this worksheet  
in either Lotus or Excel to:  
Maribeth Zankowski  
@hr.ppim@aidw  
as well as include it with  
your R4 submission.

\*please list occupations covered by other if there are any

Operating Expenses

Org. Title: USAID/Benin Org. No: 21680 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0			0			0			0			0		
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0			0			0			0			0		
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0			0			0			0			0		
11.5	FNDH	0			0			0			0			0		
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	74		74	75		75	75		75	76		76	76		76
11.8	FN PSC Salaries	562.2		562.2	584.5		584.5	584.5		584.5	608.6		608.6	608.6		608.6
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0			0			0			0			0		
	Subtotal OC 11.8	636.2	0	636.2	659.5	0	659.5	659.5	0	659.5	684.6	0	684.6	684.6	0	684.6
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	22		22	34.2		34.2	34.2		34.2	40		40	40		40
12.1	Cost of Living Allowances	0			0			0			0			0		
12.1	Home Service Transfer Allowances	0			0			0			0			0		
12.1	Quarters Allowances	0			0			0			0			0		
12.1	Other Misc. USDH Benefits	13.8		13.8	2		2	2		2	7		7	7		7
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0			0			0			0			0		
12.1	Other FNDH Benefits	0			0			0			0			0		
12.1	US PSC Benefits	51.4		51.4	52		52	52		52	53		53	53		53
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	6.9		6.9	9		9	9		9	9.7		9.7	9.7		9.7
12.1	Other FN PSC Benefits	53.5		53.5	54		54	54		54	54.5		54.5	54.5		54.5
12.1	IPA/Detail-In/PASA/RSSA Benefits	0			0			0			0			0		
	Subtotal OC 12.1	147.6	0	147.6	151.2	0	151.2	151.2	0	151.2	164.2	0	164.2	164.2	0	164.2
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0			0			0			0			0		
13.0	Other Benefits for Former Personnel - FNDH	0			0			0			0			0		
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.7		0.7	0.9		0.9	0.9		0.9	1.2		1.2	1.2		1.2
13.0	Other Benefits for Former Personnel - FN PSCs	0			0			0			0			0		
	Subtotal OC 13.0	0.7	0	0.7	0.9	0	0.9	0.9	0	0.9	1.2	0	1.2	1.2	0	1.2
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	41.6		41.6	42		42	42		42	43		43	43		43

Operating Expenses

Org. Title: USAID/Benin Org. No: 21680 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	10.8		10.8	0		0	0		0	21.7		21.7	21.7		21.7
21.0	Assignment to Washington Travel	1.7		1.7			0			0			0			0
21.0	Home Leave Travel	20.3		20.3	31.1		31.1	31.1		31.1	12.1		12.1	12.1		12.1
21.0	R & R Travel	16.1		16.1	7.4		7.4	7.4		7.4	19.5		19.5	19.5		19.5
21.0	Education Travel	3		3	3		3	3		3	3		3	3		3
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	17.1		17.1	19		19	19		19	20		20	20		20
21.0	Site Visits - Mission Personnel	60		60	30		30	30		30	32		32	32		32
21.0	Conferences/Seminars/Meetings/Retreats	36.5		36.5	38		38	38		38	40		40	40		40
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel	7.9		7.9	8		8	8		8	8.1		8.1	8.1		8.1
	Subtotal OC 21.0	215	0	215	178.5	0	178.5	178.5	0	178.5	199.4	0	199.4	199.4	0	199.4
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	55.2		55.2	0		0	0		0	60		60	60		60
22.0	Home Leave Freight	46.6		46.6	47.8		47.8	47.8		47.8	25		25	25		25
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.	28.5		28.5	28.1		28.1	28.1		28.1	21.5		21.5	21.5		21.5
22.0	Transportation/Freight for Res. Furniture/Equip.	8.5		8.5	17.1		17.1	17.1		17.1	10.6		10.6	10.6		10.6
	Subtotal OC 22.0	138.8	0	138.8	93	0	93	93	0	93	117.1	0	117.1	117.1	0	117.1
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	23.3		23.3	24		24	24		24	26		26	26		26
23.2	Rental Payments to Others - Warehouse Space	16.8		16.8	17		17	17		17	18		18	18		18
23.2	Rental Payments to Others - Residences	136.9		136.9	122.2		122.2	122.2		122.2	125		125	125		125
	Subtotal OC 23.2	177	0	177	163.2	0	163.2	163.2	0	163.2	169	0	169	169	0	169
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	46		46	47		47	47		47	48		48	48		48
23.3	Residential Utilities	56		56	51		51	51		51	52		52	52		52
23.3	Telephone Costs	84.2		84.2	84		84	84		84	85		85	85		85
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs	2.9		2.9	3		3	3		3	3.1		3.1	3.1		3.1
23.3	Courier Services	1.4		1.4	1.5		1.5	1.5		1.5	1.6		1.6	1.6		1.6
	Subtotal OC 23.3	190.5	0	190.5	186.5	0	186.5	186.5	0	186.5	189.7	0	189.7	189.7	0	189.7
24.0	Printing and Reproduction			0			0			0			0			0

## Operating Expenses

[illegible]

Operating Expenses

Org. Title: USAID/Benin Org. No: 21680 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	40		40	42		42	42		42	44		44	44		44
	Subtotal OC 26.0	40	0	40	42	0	42	42	0	42	44	0	44	44	0	44
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	40.1		40.1	85.3		85.3	85.3		85.3	53		53	53		53
31.0	Purchase of Office Furniture/Equip.	32		32	83		83	83		83	48.8		48.8	48.8		48.8
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment	8		8	12		12	12		12	9		9	9		9
31.0	ADP Hardware purchases	91.7		91.7	34.6		34.6	34.6		34.6	38		38	38		38
31.0	ADP Software purchases	8.2		8.2	14		14	14		14	15		15	15		15
	Subtotal OC 31.0	180	0	180	228.9	0	228.9	228.9	0	228.9	163.8	0	163.8	163.8	0	163.8
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office	7		7	9		9	9		9	9		9	9		9
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	7	0	7	9	0	9	9	0	9	9	0	9	9	0	9
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		2250	0	2250	2250	0	2250	2250	0	2250	2250	0	2250	2250	0	2250

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

1445

1445

1445

1445

1445

**Exchange Rate Used in Computations**

600 \_\_\_\_\_

600 \_\_\_\_\_

600 \_\_\_\_\_

600 \_\_\_\_\_

600 \_\_\_\_\_

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

6.9

9

9

9.7

9.7

Foreign National Voluntary Separation Account								
Action	FY 1999			FY 2000			FY 2001	
	OE	Program	Total	OE	Program	Total	OE	Program
Deposits	6.9	0.1	7	9	0.6	9.6	9.7	0.7
Withdrawals			0			0		

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0	0	0

Exchange Rate                      \_\_\_\_\_

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0	0	0

Exchange Rate                      \_\_\_\_\_

Controller Operations

Org. Title: USAID/Benin Org. No: 21680 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0			0			0			0			0		
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0			0			0			0			0		
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0			0			0			0			0		
11.5	FNDH	0			0			0			0			0		
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0			0			0			0			0		
11.8	FN PSC Salaries	177.7		177.7	185.3		185.3	185.3		185.3	192.9		192.9	192.9		192.9
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0			0			0			0			0		
	Subtotal OC 11.8	177.7	0	177.7	185.3	0	185.3	185.3	0	185.3	192.9	0	192.9	192.9	0	192.9
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	0			0			0			0			0		
12.1	Cost of Living Allowances	0			0			0			0			0		
12.1	Home Service Transfer Allowances	0			0			0			0			0		
12.1	Quarters Allowances	0			0			0			0			0		
12.1	Other Misc. USDH Benefits	0			0			0			0			0		
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0			0			0			0			0		
12.1	Other FNDH Benefits	0			0			0			0			0		
12.1	US PSC Benefits	0			0			0			0			0		
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	1.4		1.4	2.9		2.9	2.9		2.9	3		3	3		3
12.1	Other FN PSC Benefits	13.2		13.2	13.3		13.3	13.3		13.3	13.4		13.4	13.4		13.4
12.1	IPA/Detail-In/PASA/RSSA Benefits	0			0			0			0			0		
	Subtotal OC 12.1	14.6	0	14.6	16.2	0	16.2	16.2	0	16.2	16.4	0	16.4	16.4	0	16.4
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0			0			0			0			0		
13.0	Other Benefits for Former Personnel - FNDH	0			0			0			0			0		
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.1		0.1	0.2		0.2	0.2		0.2	0.3		0.3	0.3		0.3
13.0	Other Benefits for Former Personnel - FN PSCs	0			0			0			0			0		
	Subtotal OC 13.0	0.1	0	0.1	0.2	0	0.2	0.2	0	0.2	0.3	0	0.3	0.3	0	0.3
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	9.7		9.7	9.8		9.8	9.8		9.8	9.9		9.9	9.9		9.9

Controller Operations

Org. Title: USAID/Benin Org. No: 21680 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0			0	7.2		7.2	7.2		7.2
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel	3.1		3.1			0			0	2.6		2.6	2.6		2.6
21.0	R & R Travel	0.7		0.7	1.9		1.9	1.9		1.9			0			0
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0			0			0
21.0	Site Visits - Mission Personnel	2		2	2.2		2.2	2.2		2.2	2.4		2.4	2.4		2.4
21.0	Conferences/Seminars/Meetings/Retreats	4		4	4.5		4.5	4.5		4.5	5		5	5		5
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel	2		2	2.1		2.1	2.1		2.1	2.1		2.1	2.1		2.1
	Subtotal OC 21.0	21.5	0	21.5	20.5	0	20.5	20.5	0	20.5	29.2	0	29.2	29.2	0	29.2
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0			0			0	20		20	20		20
22.0	Home Leave Freight	7		7			0			0	8.4		8.4	8.4		8.4
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.	6.6		6.6	6.5		6.5	6.5		6.5	5		5	5		5
22.0	Transportation/Freight for Res. Furniture/Equip.	1.2		1.2	2.4		2.4	2.4		2.4	1.5		1.5	1.5		1.5
	Subtotal OC 22.0	14.8	0	14.8	8.9	0	8.9	8.9	0	8.9	34.9	0	34.9	34.9	0	34.9
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	5.1		5.1	5.2		5.2	5.2		5.2	5.6		5.6	5.6		5.6
23.2	Rental Payments to Others - Warehouse Space	3.9		3.9	3.9		3.9	3.9		3.9	4.2		4.2	4.2		4.2
23.2	Rental Payments to Others - Residences	16		16	16.8		16.8	16.8		16.8	17.6		17.6	17.6		17.6
	Subtotal OC 23.2	25	0	25	25.9	0	25.9	25.9	0	25.9	27.4	0	27.4	27.4	0	27.4
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	10		10	10.2		10.2	10.2		10.2	10.4		10.4	10.4		10.4
23.3	Residential Utilities	7.2		7.2	7.5		7.5	7.5		7.5	7.9		7.9	7.9		7.9
23.3	Telephone Costs	18.3		18.3	18.2		18.2	18.2		18.2	18.4		18.4	18.4		18.4
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs	0.6		0.6	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
23.3	Courier Services	0.3		0.3	0.3		0.3	0.3		0.3	0.3		0.3	0.3		0.3
	Subtotal OC 23.3	36.4	0	36.4	36.9	0	36.9	36.9	0	36.9	37.7	0	37.7	37.7	0	37.7
24.0	Printing and Reproduction			0			0			0			0			0



## Controller Operations

[illegible]

Controller Operations

Org. Title: USAID/Benin Org. No: 21680 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	8.7		8.7	9.1		9.1	9.1		9.1	9.5		9.5	9.5		9.5
	Subtotal OC 26.0	8.7	0	8.7	9.1	0	9.1	9.1	0	9.1	9.5	0	9.5	9.5	0	9.5
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	5.7		5.7	12.2		12.2	12.2		12.2	7.6		7.6	7.6		7.6
31.0	Purchase of Office Furniture/Equip.	6.9		6.9	18		18	18		18	10.6		10.6	10.6		10.6
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment	1.7		1.7	2.6		2.6	2.6		2.6	2		2	2		2
31.0	ADP Hardware purchases	19.9		19.9	7.5		7.5	7.5		7.5	8.2		8.2	8.2		8.2
31.0	ADP Software purchases	1.8		1.8	3		3	3		3	3.3		3.3	3.3		3.3
	Subtotal OC 31.0	36	0	36	43.3	0	43.3	43.3	0	43.3	31.7	0	31.7	31.7	0	31.7
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office	1.5		1.5	2		2	2		2	2		2	2		2
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	1.5	0	1.5	2	0	2	2	0	2	2	0	2	2	0	2
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		456.8	0	456.8	438.9	0	438.9	438.9	0	438.9	465.7	0	465.7	465.7	0	465.7

**Additional Mandatory Information**

Dollars Used for Local Currency Purchases

293

282

282

299

299

Exchange Rate Used in Computations

600 \_\_\_\_\_

600 \_\_\_\_\_

600 \_\_\_\_\_

600 \_\_\_\_\_

600 \_\_\_\_\_

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

1.4

2.9

2.9

3

3

## Security Table Resource Request

The attached Security Table includes those additional security related costs which the Mission will incur in order to implement recently recommended security improvements at post.

Per discussions with the Regional Security Officer, some of the security improvements such as bullet proof windows in the guarded entrance, and mylar on the windows of the residences will be covered by supplemental security funds. However, recommendations such as an increase in residential guard service to 24 hours a day will need to be paid for by the Mission. Since the Mission currently is paying for only 12 hours of guard service at each residence per day, the additional security will literally double the guard service cost to the Mission. Therefore, the Mission is requesting additional OE resources, as reflected in the attached Security Table, in order to pay for the recommended guard service coverage at post.

Security Table

11.1	Personnel compensation, full-time permanent	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
11.5	USDH	0	0	0	0	0
11.5	FNDH	0	0	0	0	0
	Subtotal OC 11.5	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
11.8	USPSC Salaries	0	0	0	0	0
11.8	FN PSC Salaries	0	0	0	0	0
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0
	Subtotal OC 11.8	0	0	0	0	0
12.1	Personnel benefits	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
12.1	USDH benefits	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
12.1	Educational Allowances	0	0	0	0	0
12.1	Cost of Living Allowances	0	0	0	0	0
12.1	Home Service Transfer Allowances	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0
12.1	Other Misc. USDH Benefits	0	0	0	0	0
12.1	FNDH Benefits	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0
12.1	Other FNDH Benefits	0	0	0	0	0
12.1	US PSC Benefits	0	0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	0	0	0	0	0
12.1	Other FN PSC Benefits	0	0	0	0	0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0
	Subtotal OC 12.1	0	0	0	0	0
13.0	Benefits for former personnel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
13.0	FNDH	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
13.0	Severance Payments for FNDH	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
13.0	Severance Payments for FN PSCs	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Training Travel	0	0	0	0	0
21.0	Mandatory/Statutory Travel	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line	Do not enter data on this line
21.0	Post Assignment Travel - to field	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0
21.0	Home Leave Travel	0	0	0	0	0

## Security Table

[illegible]

## Security Table

[illegible]

## Security Table

32.0	Land and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0		0	0		0	0		0		0	0		0	
32.0	Purchase of fixed equipment for buildings	0		0	0		0	0		0		0	0		0	
32.0	Building Renovations/Alterations - Office	0		0	0		0	0		0		0	0		0	
32.0	Building Renovations/Alterations - Residential	0		0	0		0	0		0		0	0		0	
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
42.0	Claims and indemnities			0			0			0			0		0	
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL BUDGET		31.2	0	31.2	0	0	0	95	0	95	0	0	0	96.5	0	96.5

### Additional Mandatory Information

### Dollars Used for Local Currency Purchases

### Exchange Rate Used in Computations

Q

600 \_\_\_\_\_

$$\underline{\Omega}$$

600 \_\_\_\_\_

Q

600 \_\_\_\_\_

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0

0

0

0

0

## **SUPPLEMENTAL INFORMATION ANNEXES**



## **1. Environmental Impact**

### **A. Anticipated new IEEs and IEE Amendments**

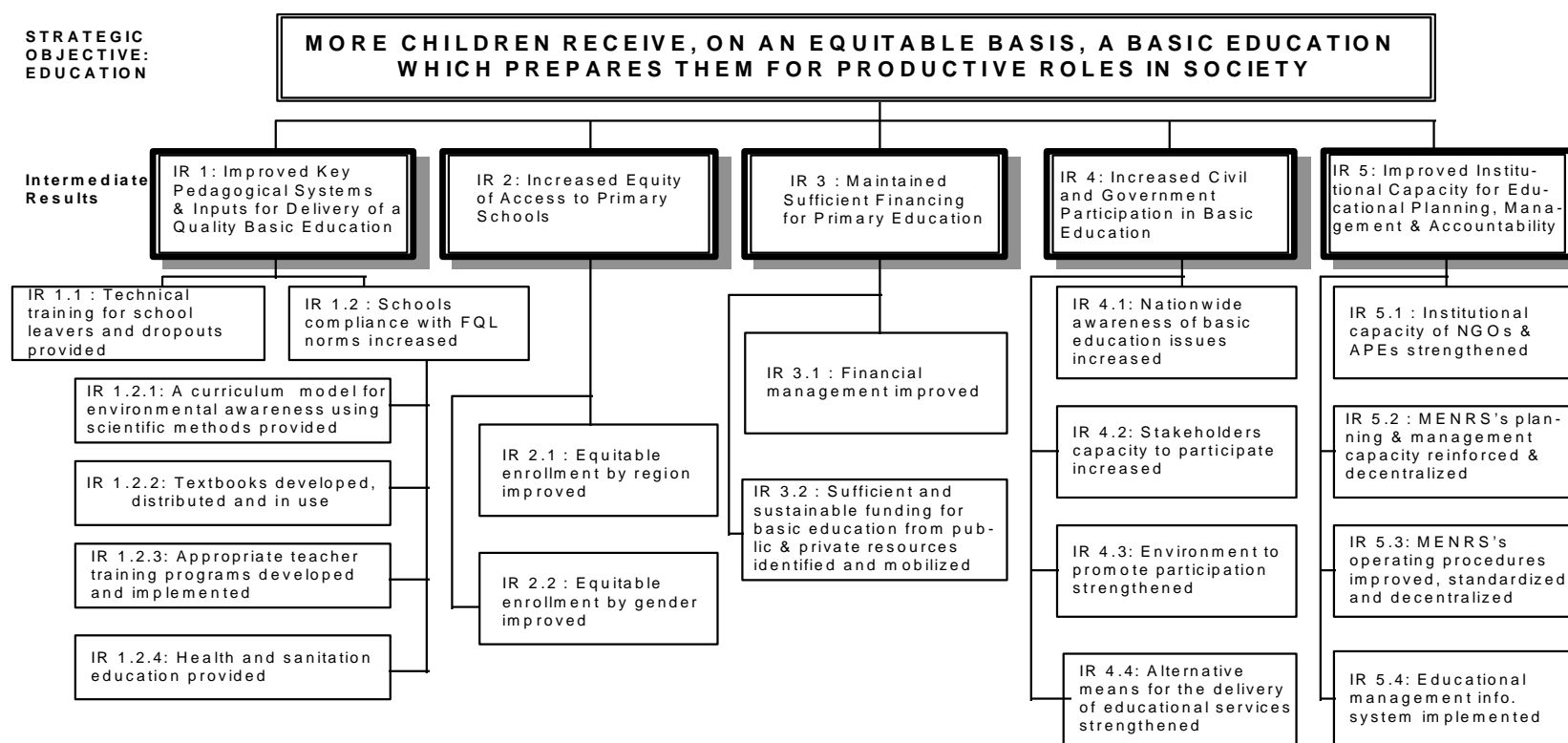
	Activity Title	Type	Est. Date
SO1 - Basic Education	- CRS DAP Amendment for PL480 activities (School Cantines)	New	Feb./Mar. 1999
	- Basic Education Reform Impact in the Classroom (BERIC)	New	June 1999
SO2 - Family Health	- Benin Integrated Family Health Program Revised ITN Action Plan (27ben3.iew 8/22/97)	Amend #2	Feb/Mar. 1999
SPO1 - Democracy & Gov.	- CRS DAP Amendment for PL480 activities (Small Enterprise Dev.)	New	Feb./Mar. 1999

### **B. Compliance Status**

All USAID/Benin activities are in compliance with their corresponding IEEs.

## RESULTS FRAMEWORK FOR USAID/BENIN'S EDUCATION STRATEGIC OBJECTIVE

**STRATEGIC  
OBJECTIVE:  
EDUCATION**



## RESULTS FRAMEWORK FOR USAID/BENIN'S FAMILY HEALTH STRATEGIC OBJECTIVE

STRATEGIC  
OBJECTIVE:

**INCREASED USE OF FAMILY HEALTH\* SERVICES AND PREVENTION  
MEASURES WITHIN A SUPPORTIVE POLICY ENVIRONMENT**

Intermediate  
Results

**IR 1: Improved Policy Environment**

IR 1.1 : Improved health policies & support systems

IR 1.2 : Increased health planning & management capacity

IR 1.3 : Improved collaboration between donors & the public & private sectors

**IR 2: Increased Access to Services and Products**

IR 2.1 : Improved supply & commodity distribution system

IR 2.2 : Expanded integration of family health services within health centers

IR 2.3 : Increased community based services & products distribution

**IR 3: Improved Quality of Management & Services**

IR 3.1 : Increased management capacity

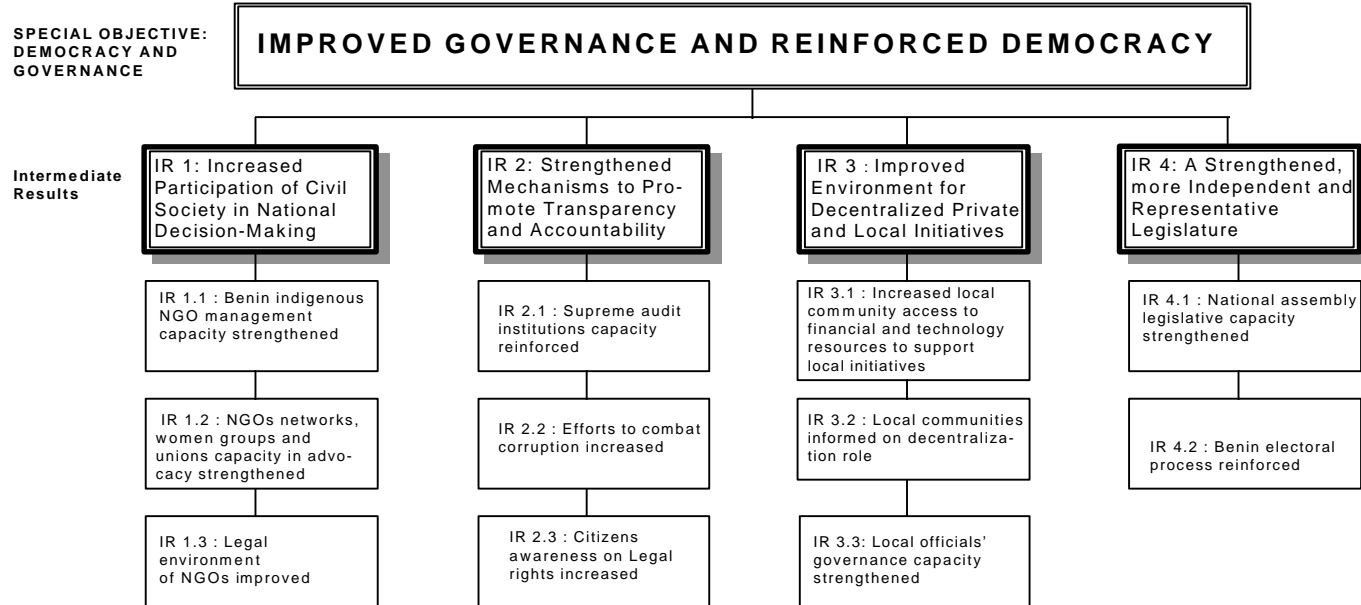
IR 3.2 : Improved performance of health care workers

**IR 4: Increased Demand for, & Practices Supporting Use of, Services, Products & Prevention Measures**

IR 4.1 : Increased knowledge of prevention measures & appropriate behaviors

\* Family Health = FP/MCH/STI/HIV

## RESULTS FRAMEWORK FOR USAID/BENIN'S DEMOCRACY & GOVERNANCE SPECIAL OBJECTIVE



## *Informational Annex for SO 2:*

### *Increased Use of Family Health Services and Preventive Measures within a Supportive Policy Environment*

As stated in the R4 document, the performance of USAID/Benin's family health objective is generally on track, but has advanced more slowly than expected in some respects. In order to provide additional information, especially to USAID/Benin backstops in AFR/SD/HRD and G/PHN, regarding progress on the activities undertaken for the new SO, the Family Health Team determined that it would be useful to provide information on selected activity-level successes and challenges in starting the new program. As described in the R4 document, many activities will be initiated this year by University Research Corp. with whom USAID recently signed an institutional contract to implement the Benin Integrated Family Health Project (BIFHP) in the region of Borgou.

**IR 2.1: Improved Policy Environment:** USAID/Benin's activities under this IR are focused on providing data to decision-makers; building the capacity of civil society organizations to advocate for improved health policies; and, in collaboration with other donors, working to encourage the adoption of select family health policies key to the success of the objective, such as the official adoption of the Integrated Management of Childhood Illness (IMCI).

The FHT's primary vehicle for providing data to decision makers is the POLICY Project. During the past year, POLICY developed and began dissemination of the AIDS Impact Model (AIM), which demonstrates the potential socio-economic impact of AIDS in Benin. An AIM workshop was held in November 1998 for more than 80 representatives of the government, NGOs and the press. In FY99, AIM will be widely disseminated to policy-makers, including members of the National Assembly and departmental directors of health, education, and other sectors. POLICY also will begin developing the RAPID model, which focuses on the social and economic challenges brought on by population growth. These activities are geared towards dissemination of data to raise policy-makers' awareness of key health issues. USAID/Benin will explore complementary activities to encourage proper use of data by decision-makers to ensure sound health policies.

Through POLICY, USAID also has been supporting the Beninese network of health NGOs (*Réseau des ONGs Béninoises de Santé*, ROBS) by providing a local coordinator and supporting advocacy training and activities. ROBS started in 1997 with 10 NGOs, and in 1998 membership grew to more than 70 NGOs. In general, however, some results related to the network have fallen short of expectations. There have been issues pertaining to the role of the coordinator and the relationship of the coordinator and POLICY with the ROBS board and membership. USAID is currently in the process of revisiting the appropriateness of working through the POLICY Project to support ROBS, and will determine what changes are needed to yield the results expected from the network.

To ensure that sound health policies are not only adopted, but also implemented, USAID, through INTRAH, is assisting the MOH in disseminating and training personnel in reproductive

health policies and procedures. Last year the Mission reported that the MOH had refused this assistance; this year INTRAH has begun to work with the MOH's Department of Family Health to disseminate reproductive health policies and procedures. Activities should result in improved adherence to policies, procedures and standards of care at the health facility level.

Contrary to the FHT's expectations, the MOH has not yet agreed to adopt the IMCI approach to child health. Challenges to adoption include, apparently, the Ministry's hesitancy to accept the WHO approach to IMCI in its totality and its reticence to create an IMCI coordinating unit at the risk of individual vertical program directors losing power and prestige. USAID/Benin is in the process of collaborating with the MOH to identify means of removing the obstacles to adoption. The Mission also intends to work with UNICEF and WHO to develop a joint donor strategy on this issue. Furthermore, USAID is supporting, through the Africa Integrated Malaria Initiative (AIMI) and the Benin Integrated Family Health Project (BIFHP), regional pilot integrated case management activities which, if successful, would encourage adoption of IMCI at the national level.

In addition to our more traditional policy-related activities, CIMEP, implemented by the Environmental Health Project, has focused on developing an enabling environment to address major public health problems that are associated with childhood diarrhea. The process to date has included building a departmental level administrative crosscutting team in Borgou, and community level teams in three towns in the region. These teams have identified community-based and household risk factors for diarrheal disease and developed and implemented intervention plans in the form of microprojects. IEC linked the microprojects to public health goals through the production and presentation of a video about transmission of diarrheal pathogens to children through improper hygiene, water and sanitation. The most impressive results achieved to date through this activity are actually related to its successful application of a community-based, participatory approach to problem solving.

**IR 2.2: Increased Access to Family Health Services and Products:** Activities supporting achievement of this IR focus on social marketing activities, training community members in community-based distribution and training health center workers to provide a minimum package of integrated services.

In order to increase access to a wide range of affordable, high-quality family health products, USAID/Benin has taken an innovative approach to social marketing. Through the AIDSMark field support mechanism implemented by PSI, USAID/Benin is now promoting the use of condoms, oral contraceptives, oral rehydration salts, and insecticide-treated nets. Next year, injectables will be introduced to the social marketing mix in pharmacies and health facilities. By working with PSI to market this series of family health products, USAID will be able to take advantage of economies of scale for marketing and IEC activities and PSI's well-established distribution network of wholesalers, retailers and sales points.

Africare's BHR/PVC-supported child survival project, the PSEO (*Projet de Survie de l'Enfant dans l'Ouémé*), has successfully increased access to family health products and health education in the subprefecture of Pobè in the Ouémé region by training community-based distribution

agents and reinforcing supportive mechanisms such as community health committees and health center management committees (*COGEC* and *COGES*). CBD agents, who sell contraceptives and mosquito nets as well as chloroquine, aspirin and paracetamol, are successfully referring community members to health facilities, leading to increased utilization of health centers in the project zone. The PSEO has documented experiences in successfully building partnerships among communities, health facilities, traditional leaders and NGOs that should be applicable in the BIFHP and the FHT will encourage cross-fertilization between this program and the new project in Borgou.

Catholic Relief Services' Title II-supported program increases access to health services and education through its program that involves child survival interventions, food assistance and income-generating activities. CRS' program, supporting social centers and communities in three regions of the country, worked in more than 200 centers and communities and reached, on average, more than 50,000 people a month through educational sessions on nutrition and feeding of young children as well as baby weighing and growth promotion. In FY98, CRS/Benin distributed approximately 3,060 metric tons (MT) of food on a monthly basis to approximately 44,347 beneficiaries at program centers throughout the country, of which 107 MT/month went to about 1,069 severely malnourished children. To date, CRS has conducted two anthropometric surveys to establish baseline information on nutritional status in each of the project areas. The results of the surveys showed that levels of stunting and underweight are extremely high, according to WHO classification. CRS will measure the impact of their activities against this baseline data at the end of the project in FY2000.

To improve access to integrated family health services, the BIFHP will train health care workers in the Borgou region to provide a package of integrated services, working as well with departmental-level and district-level health teams to improve local supply and distribution systems through quality assurance. The package of integrated health services will include child health care (integrated case management) as well as family planning and prevention of HIV/AIDS and other STIs.

**IR 2.3: Improved quality of management and family health services:** USAID's strategy for improving quality of services relies heavily on training health center managers in supervision techniques and training health center staff to follow standard care guidelines, norms and procedures.

Through INTRAH/PRIME, USAID provides technical assistance and support for training of health care workers in the public and private sectors, focusing on contraceptive technology and family planning service delivery. This year, PRIME trained 80 pharmacists on the subject of hormonal birth control in support of PSI's social marketing of *Harmonie* oral contraceptives. Post-training evaluations indicated that colleagues of those pharmacists who received training also showed improved knowledge on the subject, indicating a positive 'spill-over' effect. In collaboration with a GTZ-funded primary health care project in Borgou, PRIME held six refresher courses in contraceptive technology for 117 midwives, 56 nurses and 38 social workers. PRIME worked with ROBS members NGOs to conduct four training sessions in contraceptive technology for 117 service providers. In addition, PRIME is working with ROBS to develop a

standard manual, to be used by the NGO members, for training community-based distribution agents.

In 1998, for the first time, reproductive health was integrated into training for teachers at paramedical schools through the efforts of JHPIEGO; over the course of the next year, JHPIEGO will focus on integrating reproductive health into the standard curriculum of paramedical and medical schools. This activity is part of a West Africa regional initiative to reform pre-service education in professional health schools and should result in a cadre of better trained health care workers.

Improved quality of management and of health care services also will be a focus of the BIFHP, with departmental and district-level teams participating in trainings to reinforce their capacity to manage and support health facilities, and health care workers receiving training in integrated family health, further strengthening quality of care.

In addition, the Africa Integrated Malaria Initiative (AIMI), to be implemented by Africare in collaboration with the regional health offices in Ouémé, will begin training health agents throughout the region in the correct treatment of febrile illnesses, improving the quality of performance of health care personnel through an integrated case management model. This activity was due to begin in July 1998, but was delayed because the Director of Health in the Ouémé was not authorized to sign the project convention with Africare. It took eight months, and a great deal of pressure from USAID and Africare, to finally obtain the signature of the Minister of Health.

**IR 2.4: Increased Demand for, and Practices Supporting the Use of, Family Health Services, Products and Prevention Measures:**

Numerous health education activities were carried out to increase demand, ranging from CBD outreach and awareness-raising campaigns, to the development and diffusion of mass media messages.

PSI's social marketing program develops and disseminates mass media and point-of-purchase IEC materials, and publishes a monthly newsletter/comic strip titled *Amour et Vie* on reproductive health issues that targets youth. *Amour et Vie*, with a circulation of approximately 125,000, is distributed nationwide to schools and other outlets.

BASICS has worked with the Borgou regional health team to train health agents and extension workers to carry out health education activities concerning nutrition and the basic elements of the minimum packet of activities (minipac) for nutrition. BASICS developed a flipchart, for use at the health center and community level, to educate caretakers on emphasis behaviors associated with the nutrition minipac. BASICS also organized a three-week IEC workshop in Borgou, bringing together public and private sector health care workers to learn about a variety of media and channels, including traditional communication methods, rural radio, and other innovative IEC approaches.

The BIFHP is expected to contribute extensively to the development of IEC in Borgou, working to develop a departmental strategy in IEC and working with traditional communication channels



and media as well as mass media and printed IEC materials.